



The Standard for People Management

An introduction





Outperformance:

the ability of an organisation to achieve results that are consistently better than a chosen peer group

Outperformer:

an organisation with a clear purpose that uses benchmarking to continually stay ahead of its peers



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Measure your performance against the standard for people management

Have you noticed how some organisations do better by every measure? How they offer great products and services and deliver impressive results?

We call these organisations the Outperformers.

Since 1991 Investors in People has set the standard for people management. The Investors in People Standard defines what it takes to lead, support and manage people well for sustainable results. With a community of 14,000 organisations across 75 countries, successful accreditation against the Standard is the sign of a great employer, an outperforming place to work and a clear commitment to sustained success.

Based on a tried and tested framework and a rigorous process of assessment, organisations that meet the Investors in People Standard proudly display their accreditation to the world because they understand that it's people that make the difference.

“ Put your people at the heart of your vision and they'll use their talents to achieve it. ”



Paul Devoy

Paul Devoy

Head of Investors in People

The mark of excellence

Achieving Investors in People accreditation is an outstanding achievement. To employees, accreditation signals a high performing culture. To customers it signals a quality product and service.

Investors in People accreditation levels



In good company



The Investors in People Standard

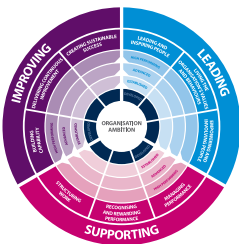
Based on 25 years of leading practice, the Investors in People framework sets out the criteria to achieve the Investors in People Standard.

The standard for people management has evolved to keep pace with modern practices. The current sixth generation was launched internationally in 2015.

The framework reflects the latest workplace trends, leading practices and employee conditions required to create outperforming teams. The framework is constantly updated and reviewed by world leading academics, practitioners and industry experts to equip you with the ingredients of success.

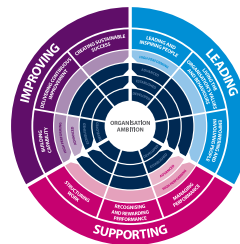


Achieving award levels



Investors in People Accredited

All nine indicators at 'Developed' level.



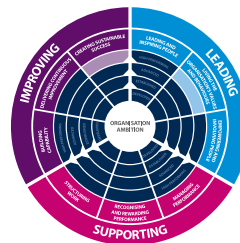
Investors in People Gold

All nine indicators at 'Developed' and 'Established' and seven of the nine indicators at 'Advanced' level.



Investors in People Silver

All nine indicators at 'Developed' and seven of the nine indicators at 'Established' level.



Investors in People Platinum

All nine indicators at 'Developed', 'Established' and 'Advanced' and seven of the nine indicators at 'High Performing' level.

NB The assessment criteria selected in the images above are for illustrative purposes only. They are not the specific indicators required for the performance level criteria.

Get the benefits

Investors in People accredited organisations are more profitable, sustainable and optimistic about the future.

The facts speak for themselves; 60% of IIP accredited organisations predict business growth compared to the UK establishment average of 47%.*

Understanding performance drives success. Making the right investments in your people is the smart choice.

Explore how different industries compare against the standard by visiting www.investorsinpeople.com/dashboard

- ✓ **Celebrate your success**
by achieving accreditation
- ✓ **Understand your performance**
by measuring yourself against the management standard
- ✓ **Gain new insights**
by comparing yourself to others
- ✓ **Manage change sustainably**
by using a clear framework for improvement
- ✓ **Create brand advocates**
by listening to employee views

*UKCES Employer Perspectives Survey 2012.

“ Not investing in people is a huge risk; a team isn't a thing, it's a group of people all working together to become a team. ”

Sir Dave Brailsford

Team Principal, Team Sky Former Performance Director, Great Britain Cycling Team



A journey to success

The Investors in People journey to accreditation is robust yet flexible with minimal disruption.

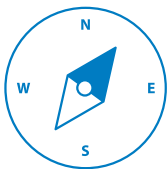
We've refined it over the years to ensure that every step provides the insight and challenge to get ahead. We use a blend of desk analysis, online assessment and face to face activity to simply assess your performance.

Your Investors in People practitioner will be an expert in their field. They will bring experience, knowledge and networks to ensure your assessment against the Standard is a journey to excellence.

With options that integrate with your way of working: being assessed is simpler than you think.



Four steps to accreditation



Step One Discovery

Exploring online self-assessment and resources.

Visit www.investorsinpeople.com to start your journey online. Take our simple self-assessment to see how you compare.



Step Two Online Assessment

Understanding your employee's views.

We listen to your employees to collect data to test alignment against the Standard. It's their first chance to be heard and participate in the Investors in People journey.



Step Three Employee interviews and observation

Exploring key themes emerging from the online assessment through face to face meetings and observations.

Employee interviews identify strengths for accreditation and opportunities for improvement.



Step Four Accreditation report

Find your award level and benchmark your performance.

Gain insights from the online data, interviews and assessment journey. Compare your performance to the very best organisations and identify your next steps.

NB Employee sample size criteria is based on the size of your organisation and number of assessment units. Different package options are available based on your requirements. Check our website or get in touch to receive a full proposal.

Take a self-assessment at
www.investorsinpeople.com



Trusted by the best



“ We strive to be the best automotive company in the UK. To do that you have got to work with the best. We view Investors in People as fitting that requirement. They are leading edge when it comes to people practices. ”

Phil Millward, HR Director
UK and Ireland, Vauxhall Motors



“ Our ultimate goal was to look at changing the culture of the hotel from a directive approach to more of an inclusive approach and Investors in People helped us to do that. ”

Nicola Forshaw, Director of Human Resources,
The Landmark Hotel



“ There was a need to change culture to one of trust, empowerment and self-belief. Our view was that if we could partner with IIP to bring that ethos it would enable fantastic results. ”

Martin Armstrong, Chief Executive,
Glasgow Housing Association

It's the ingredients for higher performance

You won't find processes, policies or paperwork. You will find easily understandable principles for outperformance.

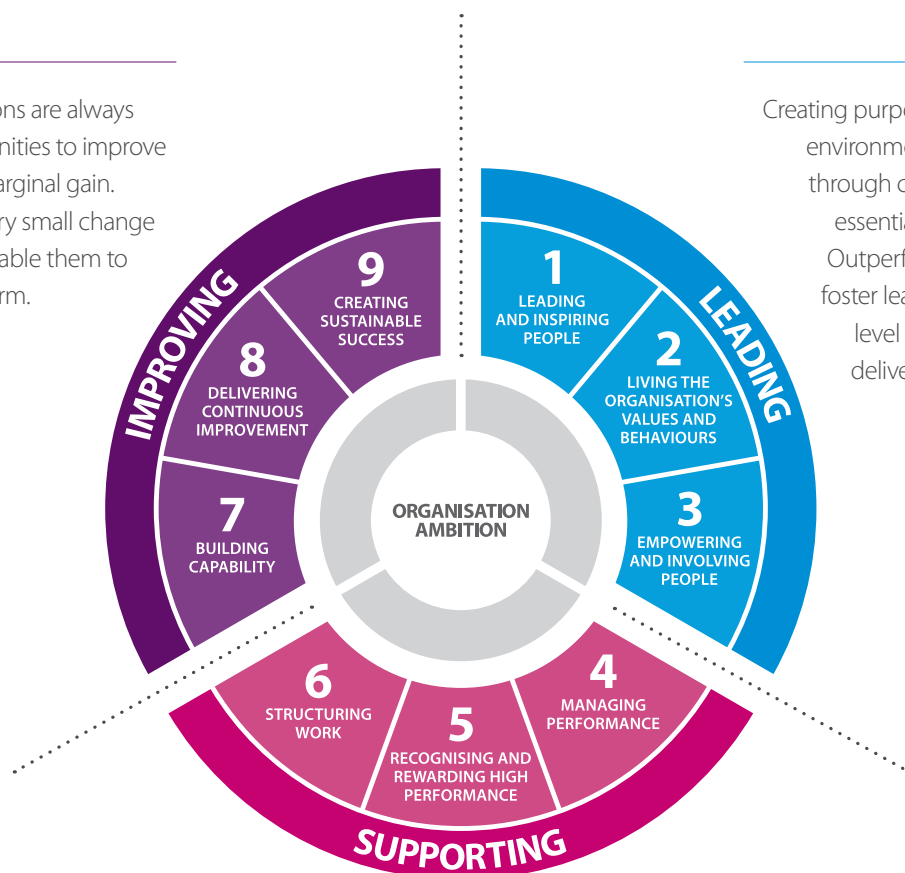
It's a simple roadmap for excellence in any industry. The framework is structured around 9 indicators which are organised under 3 clear headings. It's simple to understand and easy to follow.

Improving

The best organisations are always looking for opportunities to improve by seeking every marginal gain. They know that every small change adds together to enable them to constantly outperform.

Leading

Creating purpose in a fast changing environment, whilst motivating through change, have become essential skills for many roles. Outperforming organisations foster leadership skills at every level of the organisation to deliver outstanding results.



Supporting

Successful organisations are moving towards flatter structures to enable faster decision-making, customer focus and agility. Reduced overheads, better service for customers and more successful organisations are the benefits of this approach.

Your performance roadmap

Organisations that outperform others understand that high performance is a journey not an event. It requires a commitment to improvement and excellence. Constantly measuring. Constantly improving.

Underpinning each of the nine indicators is the Investors in People performance model. Each level from '**Developed**' to '**High Performing**' describes the practices and outcomes required for higher performance and higher accreditation.

Based on extensive research into the features of organisations that consistently outperform their peers, the Investors in People performance model creates a roadmap for continuous improvement, and a benchmark to strive for.

Each of the nine indicators build through four levels of performance.
Example: Indicator 1

1 Leading and inspiring people

Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Creating transparency and trust	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
Motivating people to deliver the organisation's objectives	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
Developing leadership capability	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges

Understand how you compare

Outperforming organisations are clear about their strengths and weaknesses. Your personal accreditation report will tell you where you are and outline what you need to know to drive performance for higher accreditation.



Set your benchmark

Analysing industry performance will give you an accurate measure relative to your peers. The Investors in People framework provides 27 scales for comparison. Using our online assessment tool, we'll be able to show you how you compare year on year, to ensure you have a clear benchmark for performance. Visit www.investorsinpeople.com/dashboard to explore the data for yourself.



Start your journey

Take a dry run. Start a self-assessment online today and measure your performance against the standard for people management.

Self-assessment – compare your performance and identify how close you are to meeting the Investors in People Standard

Tools and resources – access information on what it takes to be an Investor in People

Attend events – join a workshop to better understand the benefits for your organisation



Get accredited with Investors in People

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